

**DEPARTMENT OF DEFENSE  
REGIONAL CENTERS**

**FY 2007**



**Department of Defense**

**February 2008**

**Department of Defense  
Regional Centers**

Introduction.....	3
Africa Center for Strategic Studies.....	5
Asia-Pacific Center for Security Studies.....	10
Center for Hemispheric Defense Studies.....	18
George C. Marshall European Center for Security Studies.....	24
Near East - South Asia Center for Strategic Studies.....	32

This Annual Report is being submitted in response to the requirement within Section 184 of Title 10, United States Code.

## **Department of Defense Regional Centers**

The Regional Centers for Security Studies, as defined under Section 184 of title 10, United States Code, are operated and designed by the Secretary of Defense for the study of security issues relating to specified geographic regions of the world and serve as forums for bilateral and multilateral communication and military and civilian exchanges with nations in that region.

The Department's strategic vision is for the Regional Centers to build and sustain an empowered network of current and future security leaders who (1) share common values and perspectives; (2) strive to increase their national capacity to meet internal security needs while contributing to the security of others; and (3) promote greater international cooperation. This network enhances policy understanding, develops mutually supportive approaches to security challenges—especially the de-legitimization of extremism, and develops security communities to foster mutual understanding and collective action. Active U.S. involvement in the network informs U.S. policy deliberations.

The actions of the network strengthen the capabilities of partners to provide for their own security and contribute to the security of others, thus the centers help to reduce the demand for U.S. forces. Focusing on enhancing leadership and efficient and effective security institutions, the centers ensure effective use and sustainability of U.S. security assistance by developing and sustaining the human capital needed to lead effective security institutions that respect human rights and the rule of law.

Security increasingly depends upon human networks, and the Regional Centers are the Department's primary instruments for regional outreach and network-building efforts among U.S. and foreign military, civilian, and non-government actors. Professional networks facilitate collaborative and collective action to reduce conflict and address common security challenges, and make possible effective DoD dialogue with foreign audiences.

The strong focus on network building through resident executive education, in-region conferences, seminars, and workshops, and communities of interest distinguishes the centers from most other DoD international partners education efforts. Focusing on regional audiences in a global context, they widen perspectives and enhance critical thinking. The Regional Centers are recognized within their regions as facilitators of open exchanges of ideas.

The Regional Centers are highly flexible and responsive to changing U.S. security priorities, including countering ideological support for terrorism, harmonizing views on common security challenges, and building the capacity of partner national security institutions consistent with the norms of civil-military relations. The centers bring unique competence in fostering both interagency collaboration in important areas such as combating terrorism and stability operations, and they help partners build sustainable institutional capacity to enhance national, regional, and international security.

## **Introduction**

**This report describes for Fiscal Year 2007 each Regional Center's:**

- Status and objectives
- Program highlights
- Operating costs and budget
- Cost to the United States for each participating foreign nation
- Gifts and donations, if any, accepted under Section 2611 of title 10 of the U.S. Code

## **Africa Center for Strategic Studies**

In a context where Africans frequently question the commitment of the U.S. to initiatives in Africa, the Africa Center exemplifies the U.S. government's long-term commitment to addressing African defense and security challenges. The Africa Center provided the African Union's Centre for the Study and Research on Terrorism intellectual frameworks for course content that enabled it to launch a successful program and gain support from regional partners. Africa Center activities fostered ministerial level agreement on the foundations for regional cooperation in maritime safety and security in the Gulf of Guinea, leading to a successful US Navy effort to build regional capacity to protect key energy resources. In support of the stand-up of AFRICOM, the Center provided the Command with access to African decision-makers that enhanced the Command's credibility and demonstrated U.S. preparedness to work with African leadership in a regional context. ACSS significantly increased the value of international security sector reform efforts by fostering greater collaboration among U.S. agencies and international partners such as France, Portugal and the United Kingdom.

### **Status and Objectives**

The Africa Center was established in 1999 and is based on Fort Lesley J. McNair in Washington, D.C. The Africa Center supports U.S. European Command, U.S. Central Command, and U.S. Pacific Command and has been involved in support to the initial stand-up of Africa Command.

The Africa Center supports the development of U.S. strategic policy towards Africa by providing high quality, relevant academic programs, fostering awareness of and dialogue on U.S. strategic priorities and African security issues, building networks of African, American, European and international military and civilian leaders, assisting U.S. policymakers in formulating effective African policy, and articulating African perspectives to U.S. policymakers. The Academic and Outreach programs of the Africa Center are how the organization accomplishes its goals. Held in Africa and in the United States these programs bring together leaders from across the globe for a practical, proactive, and critical examination of the most important issues and challenges facing Africa; and provide networks of senior African military and civilian leaders who can provide African perspectives on current and proposed U.S. policies and programs in Africa.

### **East Africa Regional Office, Addis Ababa, Ethiopia.**

On 26 October 2006, the Africa Center opened its first regional office in Addis Ababa with the mission to increase Africa Center impact and influence on the continent through effective coordination of Africa Center activities, to facilitate African input into Africa Center activities, to build relationships with partner institutions in the region (i.e. African Union and East African sub-regional and international organizations), and to manage the Africa Center's growing community chapter program in the region. These activities (which include Africa Center Seminars, as well as other Department of Defense strategic communications initiatives) are consistent with the OSD Regional Center objectives and guidance issued in the Policy

Memorandum dated 27 February 2006. The mission of this office was coordinated with DOD, the COCOMs and Department of State to insure it supports and compliments existing US Mission Program Plans.

### **Program Highlights**

The Africa Center programs produce a dynamic, integrated program of study. The Center's resident and regional events include courses and outreach programs coupled with mini-courses, conferences and focused research efforts to directly support U.S. security cooperation goals.

The Africa Center offers a number of Africa-wide and sub-regional programs. The Senior Leaders Seminar is the Center's flagship program. It is offered annually and involves approximately 100 participants from the highest levels of military and civilian leadership throughout Africa. The 2-week program focuses on discussions and exchanges on the nature of civil-military relations in democracies, the formulation of security strategy and defense budgets, and governmental force structures. The program is divided into four modules: security studies, counterterrorism, civil-military relations, and defense economics.

The Next Generation of African Military Leaders Course is an annual program for approximately 55 mid-level officers from across Africa with significant command experience or staff responsibilities, and recognized leadership potential. The four-week course focuses on enhancing professionalism, ethics and leadership. The course is divided into three modules: defense economics, civil-military relations, and security/terrorism studies.

Sub-Regional Seminars include approximately 75 participants who explore in greater depth regionally pertinent issues. The Topical Seminar format consists of a focused examination of a specific topic and its implications across a broad range of fields.

The Africa Center's Outreach Programs include a variety of communications and events designed to develop and maintain long-term relations with the approximately 3,100 prior participants of ACSS programs. The Center's Topical Outreach Program helps bring participants from individual countries together in their respective countries to both update them on ACSS plans and activities; and to present lectures on topics of interest to the members - and their invited guests. During the period of November 2006 through September 2007, ACSS conducted these events in 13 African countries and had a total participation of over 1000 people.

ACSS also conducted a Community Leadership Conference in Washington DC in September 2007. The purpose of this meeting was to help prior participants increase their capacity to help their countries establish more effective two-way communications with U.S. policy makers and regional partners.

Programs in FY07 included:

1. Maritime Safety and Security Ministerial, Cotonou, Benin, 13-15 Nov 2006
2. African Defense Attaché Seminar, Washington DC, 13- 21 Nov 2006
3. Benin Community Chapter Meeting, Cotonou, Benin, 16 Nov 2006
4. Enhancing Capacity for Tackling Small Arms and Light Weapons Proliferation in West Africa, Ouagadougou, Burkina Faso, 4-7 Dec 2006
5. Burkina Faso Community Chapter Meeting, Ouagadougou, Burkina Faso, 5 Dec 2006
6. Botswana Community Chapter Meeting, Gaborone, Botswana, 11 Dec 2006
7. Uganda Community Chapter Workshop, Kampala, Uganda, 14-15 Dec 2006
8. Counterterrorism (CT) Workshop on Building Capacity in African Sub-Regional Organizations (Phase III) Trans-Sahara Counterterrorism Topical Seminar, Algeria, 15-18 Jan 2007
9. Senior Leaders Seminar, Addis Ababa, Ethiopia, 25 Feb – 9 Mar 2007
10. Ethiopia Community Chapter Meeting, Addis Ababa, Ethiopia, 28 Feb 2007
11. Djibouti Community Chapter Meeting, Djibouti, Djibouti, 3 Mar 2007
12. Mozambique Community Chapter Meeting, Maputo, Mozambique, 15 Mar 2007
13. USAFE Air Chiefs Conference, Ramstein AFB, Germany, 23-24 May 2007
14. Next Generation of African Military Leaders Course, Washington DC, 18 Jun – 13 Jul 2007
15. Benin Community Chapter Workshop, Cotonou, Benin, 17 Jul 2007
16. Republic of the Congo Community Chapter Workshop, Brazzaville, Rep. of the Congo, 20 Jul 2007
17. Burkina Faso Community Chapter Workshop, Ouagadougou, Burkina Faso, 24 Jul 2007
18. Senegal Community Chapter Workshop, Dakar, Senegal, 26 Jul 2007
19. Uganda Community Chapter Symposium on Media and Security, Kampala, Uganda, 24 Aug 2007
20. Burundi Community Chapter Launch and Symposium on Media & Security, Bujumbura, Burundi, 29 Aug 2007
21. Community Chapter Symposium in Rwanda, Kigali, Rwanda, 31 Aug 2007
22. Mali Chapter Day, Bamako, Mali, 6 Sep 2007
23. Managing Security Resources in Africa Course, Blantyre, Malawi, 16-21 Sep 2007
24. Community Symposium on Media & Security, Lilongwe, Malawi, 19 Sep 2007
25. Introduction to African Security Issues Course, Washington, DC, 11-13 Sep 2007
26. Community Leadership Conference, Washington, DC, 25-28 Sep 2007

The Africa Center also organizes various events in coordination with other U.S. Government entities. For example, the Africa Center has worked closely with U.S. Central Command since 2000 to put on the Golden Spear series of symposia in eastern Africa to improve disaster management cooperation and capacity. In addition to seminars, the Africa Center organizes multiple other events for professionals who share a commitment for Africa's future. These smaller gatherings are often held at the Africa Center's Washington DC headquarters and include roundtable discussions, briefings, and other meetings. The Center organized initial consultations with African Embassies prior to the initial stand-up of Africa Command.

In addition, ACSS faculty members regularly participate in conferences, workshops, seminars, etc., both in CONUS and OCONUS. Faculty members serve as guest speakers, panelists, facilitators, participants, to name a few. In FY07, it is estimated that ACSS faculty members engaged roughly 2,911 individuals from various backgrounds to include African, European, and U.S. government officials, representatives from international, regional, and sub-regional organizations, as well as NGO officials.

## Budget

The Africa Center's operating costs are in Table 1 and its funding sources are listed in Table 2.

**Table 1**  
**Africa Center's Operating Costs**  
**(\$ in thousands)**

<b>FY07</b>
<b>(Obligations as of 30-Sept-07)</b>
<b>12,731.0</b>

**Table 2**  
**Africa Center's Funding Sources**  
**(\$ in thousands)**

	<b>FY07</b>
<b>U.S. Government (USG)</b>	
O&M, General	11,840.0
O&M, CT	175.0
O&M, Reimbursable (COCOM, etc.)	716.0
<b>Non-U.S. Government</b>	
<b>Total</b>	<b>12,731.0</b>



# International Participation and Cost to the United States

Table 3

## International Participation and Costs (\$ in thousands)

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Algeria	8	57	44,264	44,264
Angola	9	88	103,405	103,405
Benin	63	180	145,564	145,564
Botswana	106	215	112,927	112,927
Burkina Faso	201	325	148,498	148,498
Burundi	69	118	46,803	46,803
Cameroon	13	137	140,023	140,023
Cape Verde	4	59	50,418	50,418
Central African Rep.	1	29	20,804	20,804
Chad	6	104	93,606	93,606
Civil Society (1)	15	143	193,893	193,893
Comoros	4	57	70,225	70,225
Congo-Brazzaville	129	189	81,920	81,920
Congo-Kinshasa	5	97	124,209	124,209
Cote d'Ivoire	6	78	95,520	95,520
Djibouti	21	90	72,802	72,802
Egypt	2	30	37,718	37,718
Equatorial Guinea	5	62	84,546	84,546
Ethiopia	30	72	44,858	44,858
France *	5	29	82,602	-0-
Gabon	10	87	121,434	121,434
The Gambia	6	82	80,032	80,032
Germany *	1	11	18,859	-0-
Ghana	15	120	146,469	146,469
Guinea	5	83	78,606	78,606
Guinea-Bissau	5	52	74,716	74,716
International Organizations (2)	10	68	127,223	127,223
Kenya	7	111	100,745	100,745
Lesotho	6	84	107,283	107,283
Liberia	3	65	58,522	58,522
Madagascar	8	102	121,563	121,563
Malawi	25	99	107,283	107,283
Mali	27	102	94,008	94,008

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Mauritius	7	88	107,283	107,283
Morocco	2	25	18,859	18,859
Mozambique	34	161	126,113	126,113
Namibia	4	49	42,730	42,730
Niger	10	85	83,100	83,100
Nigeria	12	139	190,448	190,448
Norway *	1	3	16,260	-0-
Private Sector (3)	3	14	44,884	44,884
Portugal *	2	14	32,520	-0-
Regional and Sub-regional (4)	17	137	230,743	230,743
Rwanda	261	322	49,870	49,870
Sao Tome & Principe	8	133	124,209	124,209
Senegal	30	120	127,302	127,302
Seychelles	4	72	74,776	74,776
Sierra Leone	5	81	78,606	78,606
South Africa	2	13	31,215	31,215
Spain *	2	6	29,922	-0-
Swaziland	6	87	107,283	107,283
Tanzania	4	88	79,326	79,326
Togo	11	102	155,365	155,365
Tunisia	3	13	1,534	1,534
Uganda	127	268	83,009	83,009
United Kingdom *	2	6	29,922	-0-
United States	79	215	6,125	6,125
Zambia	10	92	110,351	110,351
<b>Totals</b>	<b>1,476</b>	<b>5,558</b>	<b>5,013,103</b>	<b>4,803,018</b>

\* The countries identified have funded all costs associated with participation by their representatives. Since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

**NOTES:**

(1) **Civil Society-** Individuals from the following organizations/institutions served as guest speakers or panelists in addition to being participants: West African Action Network on Small Arms (Ghana), Movement Against Small Arms in West Africa (Senegal), Oxfam (Senegal), Research & Information Group on Peace & Security (Belgium), Center for Strategic & International Studies (U.S.A.), Good Governance Group (U.K.), World Wildlife Fund (Mozambique), Moroccan Center for Strategic Studies (Morocco), West Africa Network for

Peacebuilding (Gambia), University of Kansas (U.S.A.), MercyCorps (Niger), University of Malawi (Malawi), Open Society Initiative for Southern Africa (Swaziland), Transparency Justice (Cote d'Ivoire), and the Coalition of National Organizations Against Corruption (Benin).

**(2) International Organizations** – Individuals from the following international organizations served as guest speakers or panelists in addition to being participants: United Nations (UN), the International Monetary Fund (IMF), and the International Maritime Organization (IMO).

**(3) Private Sector** – Individuals from the following companies served as guest speakers or panelists in addition to being participants: ExxonMobil, Total, and Chevron Nigeria, Ltd.

**(4) Regional and Sub-Regional Organizations** – Individuals from the following regional and sub-regional organizations served as guest speakers or panelists in addition to being participants: Economic Community of West African States (ECOWAS), Maritime Organization for West & Central Africa (MOWCA), Mano River Union, East African Community (EAC), Community of Sahel-Saharan States (CEN-SAD), Common Market for Eastern & Southern Africa (COMESA), Southern Africa Development Community (SADC), Intergovernmental Authority on Development (IGAD), Economic Community of Central African States (ECCAS), and the African Union (AU).

#### **Gifts and Donations**

No gifts or donations were accepted under Section 2611 of Title 10 of the U.S. Code.

## **Asia-Pacific Center for Security Studies**

During 2007, the Asia-Pacific Center for Security Studies (APCSS) greatly contributed, directly and indirectly, to an improved regional capacity to advance Asia-Pacific security by educating, connecting, and empowering security practitioners. Graduating close to 500 Fellows over the year, the Center laid the foundation for future improvements and collaborative efforts in addressing security challenges. Among its outreach programs, APCSS co-hosted a series of meetings with U.S., Chinese, and Japanese representatives, which will culminate in a report identifying measures each country can take to build confidence among the three nations. In addition, the APCSS network of security leaders continued to demonstrate its value. For example, senior leaders of the Philippine Government utilized the APCSS Philippine (Alumni) Association as a security "sounding board", and the Mongolian and Indonesian Alumni Associations hosted a number of internal seminars/conferences to build inter-ministerial cooperation and improve the countries' ability to contribute to regional security. USPACOM representatives gained a better understanding and perspective on the numerous security issues through meetings with Center Alumni during in-country visits.

### **Status and Objectives**

The Asia-Pacific Center was established in 1995 and is based in Honolulu, Hawaii. Its mission is to foster and advance Asia-Pacific security cooperation and partnership capacity via focused executive education, leader development, regional outreach, professional exchanges at conferences and policy-relevant research.

The Center supports the U.S. Pacific Command's objective of developing professional and personal ties among national security establishments throughout the region. With a non-war-fighting mission, the Center focuses on a multilateral and multi-dimensional approach to defining and addressing regional security issues and concerns. The most beneficial result is building relationships of trust and confidence among future leaders and decision-makers within the region.

Recent transformational efforts have been aimed at increasing interaction with interagency, international coalition partners, NGOs, regional "influencers," and other U.S. and regional counterpart centers. The objective is to help develop skilled security practitioners who are action-oriented and routinely demonstrate an ability to apply knowledge gained, skills improved, and networks expanded as the result of their participation while engaged in APCSS programs and activities.

### **Program Highlights**

The APCSS addresses regional and global security issues, inviting military and civilian representatives of the United States and 45 Asia-Pacific nations to its comprehensive program of executive education and workshops, both in Hawaii and throughout the Asia-Pacific region.

The APCSS offers several courses that emphasize a multi-dimensional and linked mix of political, diplomatic, economic, environmental, informational, technological, social and military agendas and factors. The Center's resident and regional events include resident courses and outreach events including mini-courses, conferences, workshops and research. They are intertwined to produce a dynamic, integrated program of study to support the Center's mission.

Some of the more significant programs offered by APCSS include, the Advanced Security Cooperation Executive Course, which focuses on building relationships among *mid-career* security-practitioner leaders and decision-makers within the region. The Transnational Security Cooperation Senior Executive Course, which emphasizes the impact of change in the region, and the evolving military roles and capabilities. The Asia-Pacific Orientation Course which focuses on U.S. policy and provides an introduction to the security culture, politics, protocols and challenges of key countries in the Asia-Pacific region. The Comprehensive Security Responses to Terrorism Course provides CT security practitioners in the Asia-Pacific region, as well as other designated countries around the world, the operational and strategic-level skills necessary to enhance their ability to understand and combat terrorism and transnational threats. Finally, the Comprehensive Crisis Management Course (formerly the Stability, Security, Transition, and Reconstruction (SSTR) course) addresses basic definitions and types of stability operations, SSIR-task coalition building and operations, interagency coordination, interventions and occupations, post-conflict/post-complex emergency reconstruction steps, transition planning, and strategic communications.

The Regional Outreach Program expands and enriches the traditional in-residence program, enabling timely and tailored programs at low-cost and high-payoff, and addressing current regional security challenges identified by Commander U.S. Pacific Command, U.S. Ambassadors, country teams and host-country leaders. Two particularly noteworthy FY07 events were a Brunei workshop to review potential disaster scenarios and to identify internal capabilities the Government of Brunei could implement; and an event in Cambodia to provide an understanding of various perspectives on border-control challenges and to exchange ideas among regional participants for improving border control. The former resulted in development of a 'whole of government' action plan for enhancing Brunei's disaster management system that was briefed to the Permanent Secretary of Home Affairs by the National Disaster Management Centre. The latter event was so successful and favorably received by participating countries that a follow-up outreach event on maritime border security has been scheduled for FY08 in Malaysia.

### **Budget**

The Asia-Pacific Center's operating costs are in Table 4 and its funding sources are listed in Table 5.

**Table 4**  
**Asia-Pacific Center's Operating Costs**  
**(\$ in thousands)**

<b>FY07</b>
<b>(Obligations as of 30-Sept-07)</b>
<b>\$13,431</b>

**Table 5**  
**Asia-Pacific Center's Funding Sources**  
**(\$ in thousands) (Note 1)**

	<b>FY07</b>
U.S. Government (USG)	
O&M, General	12,524
O&M, CT	527
O&M WIF	0
O&M, Reimbursable (COCOM...etc)	380
Non-U.S. Government	0
<b>Total</b>	<b>13,431</b>

**Note 1:** Consists of \$13M baseline supplemented with \$867K in additional funds to cover various program and infrastructure unfunded requirements.

#### **International Participation and Cost to the United States**

The Asia-Pacific Center's international participation in resident and non-resident academic programs is listed by country in Tables 6-9.

**Table 6**  
**FY07 Costs for International Participation in Resident Programs**  
**(Duration Greater than or Equal to One Week)**  
**(\$ in thousands) (Note 1)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan	2	58	16.6	16.6
Australia *	5	96	7.8	7.8
Bangladesh	14	515	146.5	146.5
Bhutan	2	105	28.3	28.3
Brunei *	9	159	11.7	11.7
Cambodia	8	236	70.0	70.0
Canada *	6	112	11.7	11.7
Chile	4	93	30.6	30.6
Comoros Islands	2	105	28.3	28.3
Cook Islands	1	52	14.1	14.1
El Salvador	2	51	17.3	17.3
Fiji	1	53	14.1	14.1
Hong Kong *	1	26	0	0
India	14	463	137.0	137.0
Indonesia	15	529	151.8	151.8
Japan *	5	72	20.3	20.3
Kenya	2	51	17.3	17.3
Laos	3	158	42.4	42.4
Madagascar	3	103	31.5	31.5
Malaysia	15	494	144.9	144.9
Maldives	2	105	28.3	28.3
Marshall Islands	2	105	28.3	28.3
Mauritius	1	52	14.1	14.1
Micronesia	3	158	42.4	42.4
Mongolia	10	287	87.3	87.3
Mozambique	2	51	17.3	17.3
Nepal	17	554	163.7	163.7
New Zealand *	8	147	11.7	11.7
Pakistan	15	503	146.4	146.4
Palau	2	105	28.3	28.3
Papua New Guinea	2	77	22.1	22.1
Peru	6	126	43.1	43.1
Philippines	20	631	188.9	188.9
Poland	2	51	17.3	17.3

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Republic of Korea *	10	268	11.7	11.7
Samoa	1	52	14.1	14.1
Saudi Arabia *	1	26	8.7	8.7
Singapore *	9	133	7.8	7.8
Sri Lanka	18	579	171.6	171.6
Taiwan *	4	118	7.8	7.8
Thailand	18	552	166.1	166.1
Tonga	3	112	32.2	32.2
Turkey	1	26	8.7	8.7
Tuvalu	1	52	14.1	14.1
Vanuatu	1	52	14.1	14.1
Vietnam	6	150	47.2	47.2
<b>Total</b>	<b>279</b>	<b>8,603</b>	<b>2,285.5</b>	<b>2,285.5</b>

\* The countries identified by an asterisk have funded all or a portion of the costs associated with participation by their representatives. Though the APCSS does not receive financial reimbursement from such countries, participants pay all or part of the costs associated with their participation, resulting in reduced outlays by the USG. Quantification of these "in-kind" benefits to the USG would require tracking all "in-kind" contributions of airfare, lodging, per diem, and other personal expenses, which is beyond the present capability of the APCSS. Therefore, since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

**Note 1:**

Reimbursement of costs associated with funding foreign participants for APCSS in-resident and in-region courses was waived under 10 USC Preceding 2161 (P.L. 107-248, Section 8073), which authorizes waiving reimbursement for "military officers and civilian officials of foreign Nations" where it is in the national security interest to do so.



**Table 7**  
**FY07 Costs for International Participation in Resident Programs**  
**(Duration Less than One Week)**  
**(\$ in thousands)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
China *	3	12	0	0
Japan *	2	8	0	0
<b>Total</b>	<b>5</b>	<b>20</b>	<b>0</b>	<b>0</b>

\* All participant and other costs for this event were funded by The Stanley Foundation

**Table 8**  
**FY07 Costs for International Participation in In-Region Programs**  
**(Duration One week or Longer)**  
**(\$ in thousands) (Note 1)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Austria *	1	5	3.6	3.6
Australia *	3	15	6.1	6.1
Bangladesh	155	774	0	0
Brunei *	1	5	0	0
Burma **	1	5	0	0
Cambodia	14	70	2.1	2.1
China	1	5	3.0	3.0
India	1	5	4.1	4.1
Japan *	6	30	0	0
Kazakhstan	1	5	4.9	4.9
Laos	5	25	5.2	5.2
Nepal	124	620	0	0
New Zealand *	1	5	6.3	6.3
Philippines	1	5	0	0
Republic of Korea *	1	5	1.9	1.9
Singapore *	1	5	0	0
Thailand	5	25	4.2	4.2

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Vietnam	1	5	1.1	1.1
<b>Total</b>	<b>323</b>	<b>1,614</b>	<b>42.5</b>	<b>42.5</b>

\* The countries identified by an asterisk have funded all or a portion of the costs associated with participation by their representatives. Though the APCSS does not receive financial reimbursement from such countries, participants pay all or part of the costs associated with their participation, resulting in reduced outlays by the USG. Quantification of these "in kind" benefits to the USG would require tracking all "in-kind" contributions of airfare, lodging, per diem, and other personal expenses, which is beyond the present capability of the APCSS. Therefore, since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

\*\* The Burmese participant at the "Managing Porous Borders In Southeast Asia: Building International Cooperation, Good Governance and Intra-Government Cooperation" Conference, conducted in Phnom Penh, Cambodia, 27 Feb - 2 Mar 07, was invited and funded by a Thailand non-governmental organization.

**Note 1:**

Funding of foreign subject matter experts and other active participants for APCSS in-resident and in-region conferences, seminar, and workshops was authorized under 5 USC 5703 and the JTR/JFTR, which authorize invitational travel for consultants or speakers providing a defense service during a DoD-sponsored event.

**Table 9**  
**FY07 Costs for International Participation in In-Region Programs**  
**(Duration Less than One Week)**  
**(\$ in thousands) (Note 1)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Brunei *	50	200	0	0
Laos	1	4	.4	.4
<b>Total</b>	<b>51</b>	<b>204</b>	<b>.4</b>	<b>.4</b>

\* Brunei funded all or a portion of the costs associated with participation by its representatives. Though the APCSS did not receive financial reimbursement from Brunei, participants paid all or part of the costs associated with their participation, resulting in reduced outlays by the USG.

Quantification of these "in kind" benefits to the USG would have required tracking all "in-kind" contributions of airfare, lodging, per diem, and other personal expenses, which is beyond the present capability of the APCSS. Therefore, since personal expenses were paid directly by Brunei on behalf of the participants, we are unable to value the financial support contributed by Brunei.

**Note 1:**

Funding of foreign subject matter experts and other active participants for APCSS in-resident and in-region conferences, seminar, and workshops was authorized under 5 USC 5703 and the JTR/JFTR, which authorize invitational travel for consultants or speakers providing a defense service during a DoD-sponsored event.

**Gifts and Donations**

Table 10 details the gift or donation in FY07 of funds, materials (including research materials), property, or services (including lecture, faculty, and working group services) from a government, a foundation or other charitable organization (including a foundation or charitable organization that operates in or under the laws of a foreign country), or any source in the private sector of the United States or the private sector to defray the costs of, or enhance the operation of, the Asia-Pacific Center for Security Studies under the provisions of Section 2611 of Title 10 of the U.S. Code.

**Table 10**  
**FY07 Gifts and Contributions Received under 10 USC 2611 Authority**  
**(\$ in thousands)**

<b>From</b>	<b>Description</b>	<b>FY07</b>
<b>IN KIND SUPPORT: (NO ACTUAL DOLLARS EXCHANGED)</b>		
Foundation for the Asia-Pacific Center for Security Studies	Conference Support (receptions and meals)	14.4
	College Program Support (receptions)	9.9
	Alumni Events (receptions)	4.8
	High Level Visit (reception and meal)	1.8

<b>From</b>	<b>Description</b>	<b>FY07</b>
<b>IN KIND SUPPORT: (NO ACUTAL DOLLARS EXCHANGED)</b>		
Cambodian Institute for Cooperation and Peace	Conference Program Support (administrative and computer tech support.)	5.0
Japan Institute of International Affairs	Conference Program Support (facility costs, administrative, printing, tech support)	15.0
Bangladesh Institute of International and Strategic Studies	Conference Program Support (administrative, printing, tech support)	5.0
Brunei National Disaster Management Centre	Conference Program Support (total in-country support, expert speaker travel and per diem)	50.0
Bangladesh South Asia Center for Policy Studies	Conference Program Support (administrative, printing)	2.0
Vietnam Institute of International Relations	Conference Program Support (facility costs, administrative, printing, tech support)	15.0
<b>Total</b>		<b>98.3</b>

## **Center for Hemispheric Defense Studies**

CHDS has developed a broad-based network of graduates who are now, or are in the process of becoming, senior leaders in security and defense institutions, in their respective parliaments, as well as in the private civilian sector. Members of this extensive network, along with other national civilian and military leaders from 18 countries, met twice, in Guatemala and Peru, to shared ideas and best practices toward building sustainable institutional capacity to combat transnational threats. This same CHDS network generated direct national security discussions with the presidents of the Dominican Republic and Guatemala, as well as the Ministers of Defense from Peru, Guatemala, Bolivia, the Dominican Republic, Honduras, Nicaragua, Colombia, and El Salvador, and other senior leaders. The Center creates unique opportunities to provide critical feedback to US policy-makers, and to facilitate direct discussions between partner-nation leaders and their US counterparts.

### **Status and Objectives**

The Center for Hemispheric Defense Studies (CHDS), established in 1997, is a regional strategic studies institute that utilizes academic outreach forum offerings in defense and security education, research and dialogue for the promotion of effective security policies within the Western Hemisphere at the strategic-level. CHDS activities, in Washington, D.C. and in the region, are designed to address three core U.S. and hemispheric security and defense concerns: countering ideological support for terrorism, harmonizing views on common security challenges, and educating emerging leaders from civil societies on defense and security issues. The Center's civilian and military graduates and partner institutions comprise communities of mutual interest and support that work toward a more cooperative and stable international security environment.

CHDS programs are formed as part of a three-tier approach toward the region that includes foundational, sustainment and strategic interaction activities tailored to the needs of emerging regional civilian, military and police leaders as well as senior US policymakers. Foundational activities are tailored to the needs of mid-level security and defense professionals and interested parties from civil society, including the mass media. Sustainment activities for CHDS graduates (seminars, conferences and workshops) are designed to build upon this educational foundation. Strategic influence activities have significantly furthered U.S. strategic influence on the core U.S. regional security and defense concerns. In carrying out its work, CHDS supports SOUTHCOM and NORTHCOM, the National Defense University and the Inter-American Defense College (through the Amistad ("Friendship") Program).

### **Program Highlights**

The Academic Program at CHDS consists of a series of courses, seminars, conferences, workshops, and research. The flagship course, conducted 30 times since its first offering in March 1998, is the Strategy & Defense Policy course (SDP), formerly the Defense Planning and Resource Management course (DPRM). This survey course is planned for civilians, both governmental and non-governmental, with about 25% of the participants being uniformed military and police officers. The version of this course that is taught in English is available bi-annually for the English-speaking Caribbean. Additional courses are the Interagency

Coordination and Combating Terrorism course and the Amistad: Defense Planning and Force Transformation course held exclusively for the Inter-American Defense College. In 2007 CHDS introduced the first of several advanced courses, called the International and Stability Operations course, which included on-line, resident and research components. The primary audience for this and other advanced courses is the pool of CHDS graduates. Nation Lab seminars, primarily conducted at War Colleges in partner nations, were held in six countries, plus a partner program with the Inter-American Defense College.

The Center's continuing education activities, also primarily developed for CHDS graduates and conducted throughout the hemisphere, include Advanced Policy-making Seminars (APS) on such topics as Planning and Resource Management for the War against Terrorism and Defense Transformation, plus Sub-Regional Conferences (SRC). In FY 2007 there were two SRCs - the Security, Defense and Integration conference held in November 2006 in Guatemala, plus a conference in Lima, Peru in July 2007 entitled Confronting Transnational Challenges - Regional Defense and Security Cooperation. Other seminars include the Washington Security and Defense Seminar, for the Washington diplomatic community, and the Senior Executive Dialogue, which brings senior decision-makers from the region to Washington, DC meet their US counterparts. Additionally, CHDS supports the leadership of newly-elected governments in the region with National Security Planning Workshops. One NSPW was conducted in the Dominican Republic, with the president of the country in attendance. CHDS also conducts academic research that supports the Department of Defense and the defense ministries in the region.

#### **Budget**

CHDS' Operating Costs are in Table 11 and its Funding Sources are listed in Table 12.

**Table 11**  
**CHDS' Operating Costs**  
**(\$ in thousands)**

<b>FY07</b>
<b>(Obligations as of 30-Sept-07)</b>
<b>\$8,573</b>

**Table 12**  
**CHDS' Funding Sources (\$ in thousands)**

	<b>FY07</b>
U.S. Government (USG)	
O&M, General	8,332
O&M, CT	201
O&M WIF	0
O&M, Reimbursable	40
Non-U.S. Government	0
<b>Total</b>	<b>8,573</b>

#### **International Participation and Cost to the United States**

CHDS international participation in resident and non-resident academic programs, including net cost to the U.S., is listed by country in Tables 13-16.

**Table 13**  
**FY07 Costs for International Participation in Resident Programs**  
**(Duration Greater than or Equal to One Week)**  
**(\$ in thousands)**

<b>Country</b>	<b>Participation</b>		<b>Total Cost</b>	<b>Net Cost to the U.S.</b>
	<b>No. of Participants</b>	<b>No. of Participant Days</b>		
Argentina	30	566	150.8	150.8
Bolivia	17	309	55.0	55.0
Brazil	21	313	40.5	40.5
Canada	3	15	0	0
Chile	20	324	59.1	59.1
China	1	5	0	0

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Colombia	47	635	157.6	157.6
Costa Rica	7	89	27.7	27.7
Dominican Republic	22	212	48.1	48.1
Ecuador	27	343	69.5	69.5
El Salvador	21	273	73.8	73.8
Equatorial Guinea	2	26	7.0	7.0
Guatemala	24	330	86.3	86.3
Guyana	2	10	.4	.4
Haiti	5	25	.5	.5
Honduras	10	150	43.9	43.9
Jamaica	1	5	.1	.1
Mexico	38	418	121.3	121.3
Morocco	1	21	6.5	6.5
Nicaragua	14	174	31.0	31.0
Panama	5	75	21.4	21.4
Paraguay	20	404	117.8	117.8
Peru	29	449	105.3	105.3
Spain	2	26	0	0
Trinidad & Tobago	1	5	.1	.1
Uruguay	14	294	86.3	86.3
Venezuela	4	84	25.3	25.3
United States	32	224	0	0
<b>Totals</b>	<b>420</b>	<b>5,804</b>	<b>1,338.8</b>	<b>1,338.8</b>



**Table 14**  
**FY07 Costs for International Participation in Resident Programs**  
**(Duration Less than One Week)**  
**(\$ in thousands)**

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Argentina	2	8	1.3	1.3
Bolivia	14	56	1.1	1.1
Canada	2	8	0	0
Colombia	20	80	13.0	13.0
Chile	2	8	1.3	1.3
Dominican Republic	10	40	6.5	6.5
Ecuador	6	24	3.9	3.9
El Salvador	4	16	2.6	2.6
Guatemala	6	24	3.9	3.9
Guyana	2	8	1.3	1.3
Haiti	2	8	1.3	1.3
Honduras	2	8	1.3	1.3
Mexico	6	24	3.9	3.9
Nicaragua	4	16	2.6	2.6
Peru	4	16	2.6	2.6
United States	28	112	0	0
<b>Total</b>	<b>120</b>	<b>480</b>	<b>50.5</b>	<b>50.5</b>

**Table 15**  
**FY07 Costs for International Participation in In-Region Programs**  
**(Duration One week or Longer)**  
**(\$ in thousands)**

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Ecuador	42	294	30.2	30.2
El Salvador	59	295	6.0	6.0
Paraguay	142	710	57.0	57.0
Peru	84	420	25.5	25.5

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
<b>Total</b>	<b>327</b>	<b>1,719</b>	<b>118.7</b>	<b>118.7</b>

\*Funding is authorized under the authorities of 10 USC 1050

**Table 16**  
**FY07 Costs for International Participation in In-Region Programs**  
**(Duration Less than One Week)**  
**(\$ in thousands)**

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Argentina	21	84	37.0	37.0
Belize	1	4	2.0	2.0
Bolivia	48	144	16.2	16.2
Brazil	4	16	7.5	7.5
Chile	17	68	26.0	26.0
Colombia	8	32	19.5	19.5
Costa Rica	3	12	6.0	6.0
Dominican Republic	155	709	48.5	48.5
El Salvador	175	691	48.2	48.2
Guatemala	86	327	28.0	28.0
Haiti	1	4	3.0	3.0
Honduras	164	506	57.5	57.5
Mexico	13	52	9.0	9.0
Nicaragua	3	12	6.0	6.0
Paraguay	65	198	31.3	31.3
Peru	325	1,661	89.1	89.1
Uruguay	7	28	10.0	10.0
Venezuela	5	20	10.0	10.0
United States	1	4	0	0
<b>Total</b>	<b>1,102</b>	<b>4,572</b>	<b>454.8</b>	<b>454.8</b>

## **Gifts and Donations**

No gifts or donations were accepted under Section 2611 of Title 10 of the U.S. Code.

### **Notes:**

- a.** Participant days include Welcome reception, course/seminar/conference/workshop days, and travel days, if appropriate.
- b.** Some local events, particularly the Washington Security and Defense Seminar and the Amistad program, draw participants exclusively from the local diplomatic community or the existing student body of the Inter-American Defense College, and we calculated costs at \$10/day/participant. These costs are reflected in Table 13.
- c.** Not captured in the four charts are the Outreach efforts of the faculty and staff that reached 7,600 people through 162 presentations to and meetings with visiting War College delegations, CAPSTONE, and other groups, plus in-region presentations to and events with alumni groups, university forums, embassy staffs, Partner-nation government audiences (Ministry of Defense, legislatures, and others) plus additional venues.
- d.** Costs include hotel, airfare, contracted bus transportation, contracted support, including interpreters, and other expenses as permitted.

## **George C. Marshall European Center for Security Studies**

The George C. Marshall European Center for Security Studies continues to network and empower a community of current and future leaders who share common perspectives; strive to increase their country's capacity to meet its security needs and contribute to the security of others; and promote greater policy cooperation in the international arena. The Marshall Center provided Afghanistan security leaders with a strategic understanding of the terrorism as a threat to national stability, thus supporting their effort to build effective national strategies for combating terrorism. Marshall Center network members assisted their nations in developing more effective security policies for countering emerging threats and developing a statutory foundation for security sector reform. In the western Balkans, the Marshall Center network advanced the cause of defense reform and collective security, beginning initiatives to translate and distribute NATO defense reform documents in Serbia and producing a series of policy papers on security sector reform and defense integration in Macedonia. Additionally, Marshall Center faculty provided Georgian policy leaders with advice toward improving their stability operations capacity and ongoing support of coalition operations in Iraq and assisted Kazakhstan in the development of a national military strategy that promotes a more rational approach to strategic planning, highlighting the threat of trans-national non-state threats to national and regional stability. Finally, as a result of an ongoing Marshall Center program to promote border security in Central and South Asia, border security professionals from Pakistan to Kazakhstan have established a permanent working group to cooperate on threats related to illicit trafficking

### **Mission, Status, and Objectives**

The mission of the Marshall Center is to create a more stable security environment by advancing democratic institutions and relationships, especially in the field of defense; promoting active, peaceful, security cooperation; and enhancing enduring partnerships among the nations of North America, Europe, and Eurasia.

The George C. Marshall European Center for Security Studies was established in 1992 and is based in Garmisch-Partenkirchen, Germany. The Marshall Center is the only regional center co-sponsored by another nation – Germany, and operates in partnership with the German Ministry of Defense. The Marshall Center supports both the U.S. European Command and the U.S. Central Command.

### **Significant accomplishments in FY07:**

- The Marshall Center continued to touch, teach, and transform current and future leaders of Europe and Eurasia through resident programs run by the College of International Security Studies (CISS), and a large variety of non-resident programs, including conferences, workshops, tutorials, alumni roundtables, the newly developed Regional Education Team Seminars (RETS), and three alumni communities of interest (counter-terrorism, stability operations, and peacekeeping).

- The primary resident programs remain the Program on Advanced Security Studies (PASS) and the Program on Terrorism Security Studies (PTSS). These courses continue to be successful vehicles for educating future leaders, shaping attitudes, presenting German and American approaches to security issues, and building networks of international professionals in support of our core objectives. The Marshall Center partners with the US and German embassies and country teams to recruit current and future leaders to attend these programs. Through aggressive recruiting, the Marshall Center has seen an increase in non-DOD participation from both the US and other countries and an increase in participants whose attendance is funded by their own governments (self-payers). Since 1994, over 6,000 people from 107 countries have attended Marshall Center resident course programs.
- The Marshall Center graduated 725 resident participants from 77 nations in FY07. These graduates, selected from the best and brightest of each nation's civilian and military leaders, return to their countries educated on the democratic policies and strategies necessary to create a more stable security environment.
- The Marshall Center conducted 24 major conferences and working groups throughout Eurasia and Central Asia aimed specifically at 1378 national level policy leaders from 56 nations. The focus in each of these events relates specifically to the security cooperation objectives of the US Office of Secretary of Defense, the German Ministry of Defense, the European Combatant Command, and the Central Command Combatant Command.
- As a well-known institution respected throughout the region, the Marshall Center continues to see an increase in requests for assistance from partner nations and the combatant commanders. Examples this year include a series of courses for the Afghan and Pakistan border security forces, security policy education for the newly appointed Serbian Ministry of Defense, individual tutorials for newly elected parliamentarians from a variety of Eurasian and Central Asian countries, and strategic policy analysis for both the European and Central Combatant Commands. These efforts are crucial to improving the governance, administration, internal security, and rule of law in these key states in order to build their government legitimacy in the eyes of their people and inoculate them against terrorism, insurgency, and non-state threats.
- Responding to OSD guidance to Counter Ideological Support for Terrorism (CIST) the Center developed a multi-faceted CIST program to include:
  - Multi-year CIST Project – In May 2007, the Marshall Center hosted its third CIST conference in Ankara, Turkey. This year's multinational, interdisciplinary meeting, held in cooperation with COE-DAT and the NATO-Russia Council, brought together 116 participants and observers from 26 nations, including the US, Europe, Eurasia, the Middle East, and Southeast Asia.
  - Program on Terrorism and Security Studies (PTSS). This five-week intensive program now includes many students from outside our traditional focus countries, taking advantage of the opportunity to shape relationships and develop future

foreign leaders in Africa, Asia, and South America. Demand for this course exceeds the Center's capacity.

- Fall Senior Executive Seminar (SES) "*Terrorisms Growing Global Network*" - This one week executive course drew 112 senior leaders (the largest SES to date) from 57 countries.
- Outreach Programs – In addition to non-resident activities conducted as a part of the CIST project describe above, the Marshall Center conducted Alumni Roundtables, a Counter-Terrorism Alumni Seminar, and the formation of a Counter Terrorism Community of Interest (COI) that keeps alumni networked and informed. The Partnership for Peace Consortium (PiPC), co-located at the Center, published over 20 CIST-related articles in its quarterly *Connections* Journal. Other PiPC efforts include a working group on Islamic radicalization in Europe.
- Regional Education Teams (RETs) Small teams of professors took the show on the road and delivered one-week courses on Counter Terrorism in Afghanistan, Slovenia, and Trinidad and Tobago. These low-cost programs have received high reviews from participants and stakeholders.
- In response to OSD guidance to "*focus on improving networking and alumni outreach efforts,*" the Graduate Support Program conducted 25 alumni outreach events in 19 countries, reaching more than 1,700 Marshall Center alumni and government inter-ministerial security professionals. This is 70% more events than during FY06 in six more countries with the same staff and budget. The majority of these events were in the *security roundtable* format--low cost, high impact events that focus on one of the US Department of Defense's strategic communication objectives.
- The Marshall Center is developing two new resident courses in response to stakeholder requirements: the Seminar on Transatlantic Civil Security (STACS) and the Program for Stability, Security, Transition, and Reconstruction (SSTAR). In September 2007, a multinational, inter-ministerial group of experts and practitioners convened in Garmisch to plan both programs. Both three-week courses will be offered once in 2008.

## **Budget**

The following tables depict the Marshall Center's operating costs (Table 11), and funding sources (Table 12).

**Table 11**  
**Marshall Center's Operating Costs**  
(\$ in thousands)

<b>FY07</b> <b>(Obligations as of 30 Sept 07)</b>
<b>33,128.90</b> <sup>1,2</sup>

1: Includes only U.S. paid staff and faculty.

2: The Marshall Center also receives Base Operations Support from the U.S. Army Garrison Garmisch worth approximately \$3.1 million.

**Table 12**  
**Marshall Center's Funding Sources**  
(\$ in thousands)

Source	FY07
<b>U.S. Government</b>	
O&M, General	25,123.9
O&M, CT	569.9
O&M, WIF	2,291.6
O&M, Reimbursable (COCOM, etc)	881.4
<b>Sub-total</b>	<b>28,866.8</b>
<b>Non-U.S. Government</b>	
Federal Republic of Germany <sup>3</sup>	3,999.0
NATO	263.1
<b>Sub-total</b>	<b>4,262.1</b>
<b>Total</b>	<b>33,128.90</b>

3: See Table 16 for detailed information on German contributions.

**Table 13**  
**FY07 Costs for International Participation in Resident Programs**  
**(Duration Greater than One Week)<sup>1</sup>**  
**(TY\$, in thousands)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan <sup>5,7</sup>	17	928	173.8	10.8
Albania	23	1475	169.7	169.7
Algeria <sup>7</sup>	1	39	6.3	6.3
Argentina <sup>7</sup>	1	11	2.7	2.7
Armenia	19	1166	132.8	132.8
Azerbaijan	27	1899	215.1	215.1
Bangladesh <sup>7</sup>	2	50	9.0	9.0
Belarus	3	110	12.2	12.2
Bosnia-Herzegovina	16	1028	116.3	116.3
Brazil <sup>7</sup>	2	50	9.0	9.0
Bulgaria	20	1386	155.9	155.9
Chile <sup>7</sup>	1	11	2.7	2.7
Colombia <sup>7</sup>	3	61	9.0	9.0
Croatia	16	1111	129.1	129.1
Czech Republic	9	491	58.7	58.7
Djibouti <sup>7</sup>	1	11	2.7	2.7
Egypt <sup>7</sup>	4	100	18.0	18.0
El Salvador <sup>7</sup>	1	11	2.7	2.7
Estonia	12	562	70.2	70.2
France <sup>9</sup>	9	375	30.7	0.0
Gabon <sup>7</sup>	1	11	2.7	2.7
Georgia	29	1970	222.9	222.9
Germany <sup>9</sup>	16	1051	78.5	0.0
Greece <sup>7</sup>	7	441	54.6	54.6
Hungary	7	413	48.2	48.2
India <sup>7</sup>	1	11	2.7	2.7



Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Indonesia	1	39	12.6	12.6
Iraq	2	22	5.4	5.4
Israel	2	78	12.6	12.6
Italy <sup>6</sup>	1	39	5.6	5.6
Jordan	3	89	15.3	15.3
Kazakhstan	23	1646	186.4	186.4
Kenya	4	100	18.0	18.0
Kosovo/UN	16	1100	126.5	126.5
Kyrgyzstan	23	1646	187.0	187.0
Latvia	25	1531	175.3	175.3
Lebanon	1	39	12.6	12.6
Lithuania	12	611	70.7	70.7
Macedonia	14	837	98.4	98.4
Malawi	1	11	2.7	2.7
Malta	3	61	11.7	11.7
Mexico	2	50	9.0	9.0
Moldova	13	892	101.6	101.6
Mongolia	19	1189	141.1	0.0
Montenegro	9	502	61.0	61.0
Morocco	2	78	12.6	12.6
Nepal	2	50	9.0	9.0
Nigeria	1	39	6.3	6.3
Pakistan	2	78	12.6	12.6
Paraguay	2	78	12.6	12.6
Peru	2	78	12.6	12.6
Philippines	4	100	18.0	18.0
Poland	20	1256	148.0	148.0
Portugal	4	149	18.8	18.8
Romania	41	2992	341.9	341.9

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Russia	9	617	70.3	70.3
Saudi Arabia <sup>6,7</sup>	4	118	33.5	25.4
Senegal <sup>7</sup>	1	39	6.3	6.3
Serbia	20	1403	165.1	165.1
Slovakia	5	391	46.3	46.3
Slovenia	9	491	61.9	61.9
Spain <sup>7</sup>	4	138	21.2	0.0
Sri Lanka <sup>2</sup>	3	89	15.3	15.3
Suriname <sup>7</sup>	1	11	2.7	2.7
Switzerland <sup>6</sup>	3	33	8.1	0.0
Tajikistan <sup>7</sup>	11	821	95.5	95.5
Thailand <sup>7</sup>	2	78	12.6	12.6
Trinidad and Tobago <sup>7</sup>	4	100	18.0	18.0
Tunisia <sup>7</sup>	1	39	6.3	6.3
Turkey <sup>7</sup>	17	788	95.5	95.5
Turkmenistan	5	237	27.7	27.7
Uganda <sup>7</sup>	1	39	6.3	6.3
Ukraine	47	3554	400.2	400.2
United Kingdom <sup>6,7</sup>	1	39	7.9	0.0
United States <sup>8</sup>	62	3182	210.1	210.0
Uruguay <sup>7</sup>	2	50	15.3	15.3
Uzbekistan <sup>7</sup>	8	298	48.7	48.7
<b>TOTALS</b>	<b>728</b>	<b>42,707</b>	<b>4,975.8</b>	<b>4,498.2</b>

- 4: All Marshall Center Resident programs are longer than one week.  
5: Paid for by the Federal Republic of Germany.  
6: Self Payer  
7: Funded by CTFP  
8: Paid for by participating U.S. agencies

**Table 14**  
**FY07 Costs for International Participation in Non-Resident Programs**  
**(Duration Less than One Week)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan**	25	75	46.3	46.3
Albania	40	120	78.0	78.0
Armenia	75	225	126.0	126.0
Australia	1	3	1.3	1.3
Austria	4	12	7.5	7.5
Azerbaijan	56	168	97.6	97.6
Bangladesh	1	3	0.9	0.9
Belarus	8	24	15.0	15.0
Belgium*	1	3	2.7	2.7
Bosnia & Herzegovina	62	186	121.0	121.0
Bulgaria	47	141	107.8	107.8
Canada*	9	27	15.3	15.3
Croatia	57	171	98.0	98.0
Czech Republic	17	51	32.0	32.0
Denmark*	4	12	6.8	6.8
Estonia	6	18	10.1	10.1
Finland*	1	3	2.3	2.3
France*	10	30	18.5	18.5
Georgia	67	201	133.4	133.4
Germany	50	150	100.2	100.2
Greece*	15	45	26.7	26.7
Hungary	17	51	32.0	32.0
Indonesia	1	3	2.7	2.7

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Israel	2	6	3.7	3.7
Italy*	10	30	17.0	17.0
Jordan	1	3	2.7	2.7
Kazakhstan	47	141	93.7	93.7
Kosovo/UN	15	45	28.9	28.9
Kyrgyz Republic	62	186	115.5	115.5
Latvia	40	120	76.3	76.3
Lithuania	37	111	65.4	65.4
Macedonia	52	156	98.6	98.6
Moldova	32	96	58.0	58.0
Mongolia <sup>5</sup>	16	48	29.8	0.0
Montenegro	72	216	107.0	107.0
Netherlands*	1	3	2.7	2.7
New Zealand*	1	3	1.8	1.8
Norway*	1	3	1.2	1.2
Pakistan**	12	36	21.3	21.3
Philippines	1	3	2.7	2.7
Poland	14	42	23.1	23.1
Portugal*	2	6	4.5	4.5
Romania	56	168	110.2	110.2
Russia	42	126	78.0	78.0
Serbia	67	201	112.5	112.5
Slovak Republic	19	57	36.0	36.0
Slovenia	34	102	67.3	67.3
South Africa	1	3	0.9	0.9
Sweden*	1	3	0.9	0.9
Switzerland	1	3	1.8	1.8
Tajikistan	38	114	72.0	72.0
Turkey	35	105	75.6	75.6
Turkmenistan	15	45	29.0	29.0
Ukraine	65	195	121.0	121.0
United Kingdom*	13	39	26.4	26.4
Uzbekistan	24	72	42.0	42.0

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
<b>Total</b>	<b>1378</b>	<b>4134</b>	<b>2,563.5</b>	<b>2,533.8</b>

\* Expenses for NATO countries and participants outside of the Marshall Center AOR are for speakers and subject matter experts.

\*\* Paid for by USCENCOM

**Table 15**  
**FY07 Costs for International Participation in Non-Resident Programs**  
**(Duration Greater than or Equal to One-Week)**

<b>Country</b>	<b>Participation</b>		<b>Total Cost</b>	<b>Net Cost to the U.S.</b>
	<b>No. of Participants</b>	<b>No. of Participant Days</b>		
Afghanistan	16	160	125.8	125.8
Albania	1	30	5.5	0
Bosnia-Herzegovina	3	90	16.5	0
Bulgaria	1	30	5.5	0
Kazakhstan	7	210	44.1	44.1
Kosovo/UN	7	210	184.3	31.5
Macedonia	7	210	42.5	31.5
Montenegro	5	150	30.7	25.2
Pakistan	16	160	115.2	115.2
Palestinian Authority	2	60	12.6	0
Romania	1	30	6.3	6.3
Saudi Arabia	1	30	6.3	0
Serbia	10	300	63	6.3
<b>Total</b>	<b>77</b>	<b>1670</b>	<b>658.3</b>	<b>385.9</b>

\* Includes the Afghanistan-Pakistan Confidence Building Seminar, Security Studies Language Program and a tutorial for parliamentarian staff implemented for and paid by the Geneva Centre for Democratic Control of the Armed Forces (DCAF).

**Table 16**  
**Funds and Contributions**  
**Received under the Provision of Section 1306 from the Federal Republic of Germany**  
**(\$ in thousands)**

<b>Germany</b>	Operational budget (11.5% share)	2,062.9
	Personnel – Staff and Faculty	1,222.3
	Resident Course and Conference Participation (Afghanistan, Mongolia)	333.9
	Representational Funds	6.7
	Interpretation Support	329.5
	Werdenfels Funds	43.7
<b>Total</b>		<b>3,999.0</b>

**Table 17**  
**FY07 Gifts and Contributions Received from Foreign Governments**  
**(Does not include Germany)**  
**(\$ in thousands)**

<b>NATO member, Neutral Nation and International Organizations Contributions:</b>		
Germany	Participant Health Insurance	42.8
Austria	Conference Support	30.
Canada	Conference Support	30.
Swiss Confederation	Conference Support	141.
Turkey	Conference Support	5.
NATO	Conference Support	54.
	<b>Subtotal</b>	<b>302.8</b>
<b>Non-NATO Nation Contributions:</b>		
Croatia	Conference Support	10.
Armenia	Conference Support	3.
Bosnia	Conference Support	1.
Montenegro	Conference Support	1.5
Romania	Conference Support	1.5
Ukraine	Conference Support	2.
	<b>Subtotal:</b>	<b>19.</b>
<b>TOTAL</b>		<b>321.8</b>

## **Near East South Asia Center for Strategic Studies**

The Near East-South Asia Center for Strategic Studies (NESA) continues to develop a sustained, engaged community of influential leaders who promote good governance and human rights, and counter extremism and intolerance. In 2007, the NESA Center further institutionalized its network through its Regional Network of Security Studies Centers, which developed regional recommendations to better combat terrorism. The network's efforts were instrumental in U.S. Central Command's effort to build regional understanding that terrorist groups directly challenge the internal sovereignty of individual countries. As a result of NESA's outreach efforts, Pakistani and Afghani border security leaders established professional relationships, which will serve as a foundation for cooperation based on a mutual understanding of their common challenges. In addition, NESA's worked directly with security leaders in key countries to ensure that partner efforts in counter-insurgency operations respect human rights and the rule of law. Through its various outreach efforts, NESA demonstrated the U.S. commitment to listen to our regional partners, and have used the results to enlighten U.S. leaders to regional perceptions of the US and its policies.

### **Status and Objectives**

The Near East South Asia (NESA) Center for Strategic Studies was established in 2000 and is based in Washington, D.C. The Center supports U.S. Central Command, U.S. European Command, and U.S. Pacific Command, and when operational, U.S. Africa Command. It enhances security in the Near East and South Asia by building sustained, mutually beneficial relationships; fostering regional cooperation on security issues; and promoting effective communications and strategic capacity through free and candid interaction in an academic environment.

The personal relationships, unfettered communications and honest dialogue, which have always been characteristic of the NESA Center, will remain our cornerstone. Even though the security threat has changed in many ways since the Center was established in 2000, the enduring nature of the close personal relationships built in NESA seminars - in Washington and across the region - will always remain our most important product. Our open and frank discussions of difficult and sometimes controversial issues will continue to serve to strengthen our bonds of friendship.

The NESA Center builds on the strong bilateral relationships between the United States and countries in the region by focusing on a multilateral approach to addressing regional security concerns and issues. It is designed to meet the knowledge needs of national security professionals by providing a forum for rigorous examination of the challenges that shape the security environment of the region. The Center provides a focal point where national decision makers can gather to exchange ideas and explore tools for cooperative problem solving.



## **Program Highlights**

The core curriculum examines four broad themes: the impact of globalization on regional strategic issues; the changing strategic environment -- including an assessment of transnational threats and the implications of initiatives such as shared early warning and missile defense; an understanding of US policy and policy-making processes; and concepts for enhancing regional security.

The Center's core in-residence seminars in 2007 included: three three-week Executive Seminars (mid-to-upper level military and civilian professionals); one two-week Senior Executive Seminar (upper-level military and civilian professionals); two two-week Combating-Terrorism Seminars (mid- and upper-level military and civilian professionals); one five-day orientation seminar for new embassy personnel from the region; one two-week Afghanistan-Pakistan Confidence Building Workshop (upper-level military professionals); one two-day Global Health Outreach workshop; and several one-day topical seminars for the Washington, D.C. based NESAs region community. Additional activities for future implementation include mission-relevant research fellowships, alumni activities, and expanded outreach programs.

Executive, Senior Executive, and Combating-Terrorism Seminars are held in Washington, D.C. Thematic regional and sub-regional conferences are held in Washington, D.C. or in the region.

Participation is open to military and official civilian representatives from all countries in the NESAs region with which the U.S. government maintains formal diplomatic relations, non-NESAs countries that have strategic interests in the region, and U.S. military and federal government officials.

## **Budget**

The following tables depict the NESAs Center's operating costs and funding sources.

**NESA Center's Personnel and Operating Costs**  
(\\$ in thousands)

<b>FY07</b>
<b>(Obligations as of 30-Sept-07)</b>
<b>\$9,052</b>

**NESA Center's Funding Sources**  
(\\$ in thousands)

	<b>FY07</b>
U.S. Government (USG)	
O&M, General	8,438
O&M, CTFP	614
O&M WIF	0
O&M, Reimbursable (COCOM, etc)	0
Non-U.S. Government	0
<b>Total</b>	<b>9,052</b>

**FY07 Costs for International Participation in Resident Programs**  
(Duration Greater than or Equal to One Week)  
(\\$ in thousands)

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Afghanistan	18	288	208.1	208.1
Algeria	7	98	89.6	89.6
Bahrain *	1	5	0	0
Bangladesh	10	169	140.7	140.7
Egypt	16	278	204.3	204.3
France *	1	16	0	0
India	8	150	116.5	116.5
Iraq	6	63	36.3	36.3
Israel *	14	250	0	0
Italy *	1	16	0	0
Jordan	7	109	98.3	98.3
Kuwait *	3	72	0	0
Lebanon	10	162	127.5	127.5
Maldives	3	72	48.3	48.3

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Mauritania	6	108	85.4	85.4
Morocco	13	224	149.8	149.8
Nepal	13	233	184.8	184.8
Oman	6	99	80.8	80.8
Pakistan	14	195	132.3	132.3
Qatar *	10	179	0	0
Saudi Arabia *	9	162	0	0
Sri Lanka	11	185	144.1	144.1
Tunisia	7	103	81.9	81.9
Turkey	11	204	166.7	166.7
U.A.E. *	6	81	0	0
United States *	10	178	0	0
Yemen	14	238	190.8	190.8
<b>TOTAL</b>	<b>235</b>	<b>3937</b>	<b>2,286.2</b>	<b>2,286.2</b>

\* The countries identified have funded all or a portion of the costs associated with participation by their representatives. Since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

**FY07 Costs for International Participation in Resident Programs  
(Duration Less than One Week)  
(S in thousands)**

Country	Participation			
	No. of Participants	No. of Participant Days	Total Cost	Net Cost to the U.S.
Afghanistan	15	30	58.5	58.5
Algeria	8	4	.4	.4
Bahrain *	7	3.5	0	0
Bangladesh	1	.5	.05	.05
Canada *	3	1.5	0	0
Egypt	5	2.5	.3	.3
France *	8	4	0	0
India	3	1.5	.2	.2
Iraq	8	5	.4	.4

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Israel *	49	46.5	0	0
Italy *	4	2	0	0
Jordan	6	3	.3	.3
Kuwait *	2	1	0	0
Lebanon	10	5	.5	.5
Morocco	8	4	.4	.4
Nepal	6	3	.3	.3
Oman	3	1.5	.2	.2
Pakistan	12	10	.2	.2
Qatar *	3	1.5	0	0
Saudi Arabia *	10	5	0	0
Tunisia	3	1.5	.2	.2
Turkey	10	5	.5	.5
U.A.E. *	4	2	0	0
United States *	28	41	8.3	8.3
Yemen	6	3	.3	.3
<b>TOTAL</b>	<b>222</b>	<b>186.5</b>	<b>71.05</b>	<b>71.05</b>

\* The countries identified have funded all or a portion of the costs associated with participation by their representatives. Since personal expenses were paid directly by the countries on behalf of the participants, we are unable to value the financial support contributed by the countries.

**FY07 Costs for International Participation in In-Region Programs  
(Duration Less than One Week)  
(\$ in thousands)**

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Afghanistan	1	4	11.3	11.3
Algeria	1	.5	.6	.6
Bangladesh	2	8	22.6	22.6
Egypt	10	8.5	15.6	15.6
India	1	4	11.3	11.3
Iraq	5	9.5	24.5	24.5
Israel *	8	11	0	0
Jordan	25	22	28.3	28.3
Lebanon	1	.5	.6	.6

Country	Participation		Total Cost	Net Cost to the U.S.
	No. of Participants	No. of Participant Days		
Morocco	1	.5	.6	.6
Oman	23	11.5	0	0
Pakistan	25	22	22.6	22.6
Qatar *	1	3	0	0
Sri Lanka	36	110	64.6	64.6
Turkey	7	15.5	24.5	24.5
U.A.E. *	9	10.5	0	0
U.K. *	1	4	0	0
United States *	12	38	0	0
Yemen	96	285	55.5	55.5
<b>TOTAL</b>	<b>265</b>	<b>568</b>	<b>282.6</b>	<b>282.6</b>

**Gifts and Donations:**

No gifts or donations were accepted under 10 U.S.C., section 2611.